

Utah's Division of Child and Family Services

# Western Region Report

## Qualitative Case Review Findings

Review Conducted

March 27-30, 2017

*A Report by*

*The Office of Services Review*

utah department of  
**human** services

# **I. Introduction**

The Western Region Qualitative Case Review (QCR) for FY2017 was held the week of March 27-30, 2017.

Reviewers were selected from the Office of Services Review and the Division of Child and Family Services. Reviewers also included individuals from the following organizations:

- Utah Foster Care Foundation
- Department of Technology Services

There were 30 cases randomly selected for the Western Region review. The case sample included 25 foster care cases and five in-home cases. Cases were selected from the American Fork, Heber, Nephi, Orem, Provo, and Spanish Fork offices. A certified lead reviewer and shadow reviewer were assigned to each case. Information was obtained through in-depth interviews with the child (if old enough to participate), his or her parents or other guardians, foster parents (if child was placed in foster care), caseworker, teacher, therapist, other service providers, and others having a significant role in the child's life. Additionally, the child's file, including prior CPS investigations and other available records, was reviewed.

Staff from the Office of Services Review met with region staff on July 20, 2017, in an exit conference to review the results of the region's QCR. Scores and data analysis were reviewed with the region.

## II. Stakeholder Observations

The results of the QCR should be considered within a broad context of local and regional interaction with community partners. Each year Office of Services Review representatives interview key community stakeholders such as foster parents, providers, representatives from the legal community, other community agencies, and DCFS staff. As of September, 2015, stakeholder interviews were structured to incorporate elements from the Federal Child and Family Services Review- Stakeholder Interview Guide. The actual guide can be found at [https://training.cfsrportal.org/resources/3105#Stakeholder Interview Guide](https://training.cfsrportal.org/resources/3105#Stakeholder%20Interview%20Guide). On March 15 and 20, 2017 OSR staff interviewed individuals and groups of DCFS staff and community partners. DCFS employees who were interviewed included the Regional Director, region administrators, supervisors, and caseworkers. Community partners interviewed included representatives from the office of the Guardian ad Litem, the office of the Assistant Attorney General, a foster parent focus group and Department of Health-Fostering Healthy Children Program. Strengths and opportunities for improvement were identified by the various groups of stakeholders as described below.

### Section I- State Automated Child Welfare Information System (SAFE)

- No information was requested or collected for this section.

### Section II- Case Review System

- It is typical for the worker to meet with the family and develop the plan. This usually occurs within the Child and Family Team meeting but not exclusively in the team meeting. The agency strives to allow the parent as much preference on the plan as possible within the mandates of the court order. Parents are able to select providers within the mandate. One area where parent preference is evident pertains to parent's choice on immunizations.
- Cases are reviewed in court every 45 to 60 days in most court rooms in Utah County but one judge does monthly reviewers. It is rare that a case review would occur as late as six months. Drug court cases are reviewed every two weeks.
- Permanency Hearings are held within the prescribed time frames of 12 months from the dispositional hearing. Permanency hearings are scheduled at the time of the dispositional hearing which is 11 months in advance. Reunification services can be extended to 15 or 18 months when an extension is granted. Extensions are only granted when the parent has been substantially compliant with the service plan and court order and reunification is likely to occur within the next 90 days. However extensions are likely to occur in less than half of all cases.
- The courts and agency are diligent to file the termination of parental rights when children have been in care for 15 of the past 22 months. It is typical that a termination petition will be filed at 12 months when the parent is non-compliant. Termination petitions are filed within 30 to 45 days of the Permanency hearing or when reunifications services are ended. When the case reaches the point where a

termination petition is filed, the case is typically resolved by default of the parents or through relinquishment rather than by trial. On some occasions parents will relinquish during the termination trial when it is evident that there has been sufficient opportunity for reunification. Some termination trials end with an order for reunification but this is rare.

- Substitute caregivers typically attend court hearings. State-licensed providers are more likely to attend court than proctor licensed providers. There has been a concerted effort to have children attend court hearings which has improved the attendance of caregivers, since they are usually the ones bringing the child to the hearing. Notice to substitute caregivers usually comes through the caseworker and is typically a standing item on the Family Team meeting agenda. When substitute caregivers (and all others) are present at court proceedings, it is a matter of procedure that the courts recognize all parties which is captured on the record. When present, caregivers are given the chance to address the court.

### Section III- Quality Assurance System

- The region's approach to Quality Assurance changed this year. In the past, QA efforts were completed by supervisors and administrators who reviewed all cases throughout the year. However, this year, the focus shifted on workers reviewing their own work or in some instances, co-workers conducting peer reviews. Supervisors then conducted a select review of a sample of cases reviewed by the workers. The administration intends to analyze the effectiveness of this approach at the end of the one-year period of implementing this strategy. Regional administrators are hopeful that workers will be more efficient at locating facts within the documentation since workers are the authors of the document. They also expect that workers will be able to identify gaps in the documentation which can be readily corrected by the worker upon discovery.
- Administrators set clear performance standards and expectations for front line staff. Supervisors discuss expectations when meeting with individual staff to discuss performance.
- The popularity of this initiative is receiving mixed reviews. Some staff report to be very pleased while others indicated that the old method was better since it provided front line staff with direct access to upper management.
- With the new QA effort, the staff are collecting individual case results but there is no summary of the results, therefore the region has not yet concluded the effectiveness of this initiative.
- Observers and stakeholders outside of the agency are less aware of initiatives occurring within the agency, but aware of the long-standing performance reviews. Stakeholders report that the agency continues to be committed to best-practice policies and strategies.

### Section IV- Staff and Provider Training

- New staff receive New Employee Training and Practice Model training. This training is provided at a central location by a central training team with regional training staff. The training consists of three consecutive weeks of class room experience. It can be difficult for some participants to translate the class room presentation to a field application. However, it seems like staff are better prepared after receiving training. New staff routinely meet with the regional training team to help them be successful through the entry into child welfare work. All new staff are assigned a mentor.
- Veteran staff receive regular training opportunities for training throughout the year. Topics are frequently determined by state and regional demands but also can be determined by supervisors as needed. Regional training managers are instrumental in meeting all training demands within the region. It can also be challenging to develop a training that is universally beneficial when the audience has an array of years of experience.
- Whenever a specialized training is needed, a specialist can be recruited to deliver the training. For example, when there is a need to understand how new legislative law will impact child welfare, someone from the Assistant Attorney General's office will providing legal training.
- Staff training hours are recorded for tracking purposes.
- The region has been involved in the implementation of the HomeWorks initiative. Therefore staff and community partners have been provided with instruction regarding the initiative.
- Providers (specifically foster parents) are trained through the Utah Foster Care Foundation. New foster parents seem very prepared to take on their duties as a result of the training. Experienced foster parents are able to complete in-service training through conferences, provider fairs, and cluster groups (where available).

#### Section V- Service Array and Service Development

- The need for housing was reported to be the most pressing need in Utah County. There are very limited housing options. There are long waiting lists and once available, and the landlord can be selective about who they rent to. This is the case for individuals with criminal convictions who may be turned away or left to settle for the least desirable housing. Housing in the rural areas can be in such poor condition, that it's barely habitable.
- Dental services for youth in foster care has been challenging due to the challenges of billing Medicaid.
- The array of mental health treatment is pretty good in the heart of Utah County. The best of services include drug treatment programs for youth and for mothers. There are less treatment options for fathers. There could be more behavioral programs for youth. There are fewer treatment options in the rural areas of the county.
- Drug testing is available in most areas of the county but in the rural areas the service can be inconvenient for clients and staff. However, even in the heart of the region, residential drug treatment for men can be difficult to obtain.

- Sex specific treatment for male youth is not always available. Conversely, drug treatment for male youth is more abundantly available.
- Comparatively speaking, there is a wider array of resources located in the metropolitan communities and these services are more readily available than what is available in the rural parts of the Region.
- Specialized providers may be reluctant to work with some clients due to the frustration of dealing with Medicaid.
- There are several providers and programs used by the region which are reported to be outstanding; Families First and Green House were specifically mentioned. However, Green House can only be used while children are in foster care.
- Strengthening Families program has been very effective in the region.
- There is a need for more services to address trauma.

#### Section VI- Agency Responsiveness to Community

- The region attempts to assign staff who are linguistically proficient with the family's needs whenever possible. When this is not possible, interpreters are available through the agency or through contracted interpreters. Some agency forms have been translated into Spanish. Mental health therapy is also provided by bilingual therapists.
- The agency CPS staff are very responsive to reports of abuse or neglect.
- There is a regional ICWA specialist that staff can go to for guidance. This is helpful since the region sees so few cases where ICWA applies; it is difficult for the staff to become proficient with the laws and policies on ICWA cases.
- There is a great working relationship between the Agency, the staff from the Assistant Attorney General and the Guardian ad Litem personnel.
- The regional administrative team is very approachable and responsive to suggestion.

#### Section VII- Foster and Adoptive Parent Licensing, Recruitment and Retention

- The region has a reputation for quantity and quality foster parent resources. As a result, very few children are placed outside of the region. In fact, the region tends to accept placement of children from other regions.
- While the region has quite a few homes with skilled caregivers, not all rural communities have enough homes to keep all their children locally. In the past year there has been a concerted effort to do targeted recruitments in areas of the region where the number of foster homes are lacking.
- Some but not all communities have the support of the Cluster groups.
- Foster parents do a great job of working reunification cases. In many instances the foster parent gets involved with the birth family and supports the family in their service experience.
- Foster parents are responsive and diligent at attending to the medical and dental needs of the children placed in their home.
- The region is pleased with the quality of homes that are licensed as Level III foster homes. These providers are well trained and skilled caregivers.

- The Resource Family Consultants do a great job of supporting foster parents.

#### Miscellaneous

- The region is starting to recover from the high turnover of the past few years. Caseloads within the Agency are returning to manageable levels. The legal partners also report their case load is settling into a manageable amount.
- The legal partners and the agency were able to address an emerging issue coming from the courts where the courts were ordering mediation disposition and expecting a quick response from the agency to produce a formal assessment and plan within seven days. This was causing staff to put together assessments and plans quickly and frantically. Once the situation was explained to the courts, judges changed the approach and now 30 days are given for the agency to develop assessments and plans.
- The adoption unit has been identified as a helpful resource to agency staff.
- The region has focused on Teaming and the use of a specific agenda for team meetings.
- The region determined that all staff would benefit from the HomeWorks initiative training. This was a deviation since other regions had only required on-going services staff receive the training. The staff seemed to be really invested in implementing the concepts from the training.

### III. Status, System Performance, Analysis, and Trends

The QCR findings are presented in graphic form to help quantify the observations of the qualitative review. Graphs show a comparison of scores for past reviews with the current review. The charts of the two broad domains of Child and Family Status and System Performance show the percentage of cases in which the key indicators were judged to be “acceptable.” A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using this rating scale. The range of ratings is as follows:

- 1: Completely Unacceptable
- 2: Substantially Unacceptable
- 3: Partially Unacceptable
- 4: Minimally Acceptable
- 5: Substantially Acceptable
- 6: Optimal Status/Performance

Child and Family Status and System Performance are evaluated using 15 key indicators. Graphs presenting the overall scores for each domain are presented below. They are followed by graphs showing the distribution of scores for each indicator within each of the two domains.



## Child and Family Status Indicators

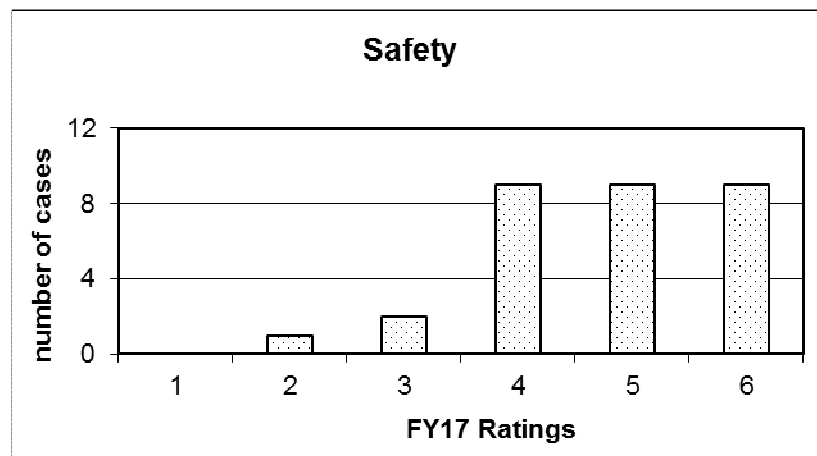
### Overall Status

| Western Child Status        | # of cases (+) | # of cases (-) | Standard: 70% on all indicators except Safety, which is 85% | FY13       | FY14       | FY15       | FY16       | FY17 current scores |
|-----------------------------|----------------|----------------|---|------------|------------|------------|------------|---------------------|
|                             |                |                | Standard: Criteria 85% on overall score                     |            |            |            |            |                     |
| Safety                      | 27             | 3              | <div><div></div></div> 90%                                  | 92%        | 96%        | 97%        | 87%        | 90%                 |
| Child Safe from Others      | 30             | 0              | <div><div></div></div> 100%                                 | 100%       | 100%       | 97%        | 97%        | 100%                |
| Child Risk to Self          | 27             | 3              | <div><div></div></div> 90%                                  | 92%        | 96%        | 100%       | 90%        | 90%                 |
| Stability                   | 23             | 7              | <div><div></div></div> 77%                                  | 71%        | 76%        | 86%        | 83%        | 77%                 |
| Prospect for Permanence     | 22             | 8              | <div><div></div></div> 73%                                  | 46%        | 68%        | 55%        | 67%        | 73%                 |
| Health/Physical Well-being  | 30             | 0              | <div><div></div></div> 100%                                 | 100%       | 100%       | 100%       | 100%       | 100%                |
| Emot./Behavioral Well-being | 26             | 4              | <div><div></div></div> 87%                                  | 92%        | 88%        | 93%        | 90%        | 87%                 |
| Learning                    | 24             | 6              | <div><div></div></div> 80%                                  | 88%        | 88%        | 93%        | 90%        | 80%                 |
| Family Connections          | 12             | 2              | <div><div></div></div> 86%                                  | 94%        | 77%        | 81%        | 94%        | 86%                 |
| Satisfaction                | 28             | 2              | <div><div></div></div> 93%                                  | 92%        | 84%        | 79%        | 87%        | 93%                 |
| <b>Overall Score</b>        | <b>27</b>      | <b>3</b>       | <div><div></div></div> 90%                                  | <b>88%</b> | <b>96%</b> | <b>90%</b> | <b>83%</b> | <b>90%</b>          |
|                             |                |                | 0% 20% 40% 60% 80% 100%                                     |            |            |            |            |                     |

## Safety

**Summative Questions:** Is the child safe from threats of harm in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Does the child avoid self-endangerment and refrain from using behaviors that may put self and others at risk of harm?

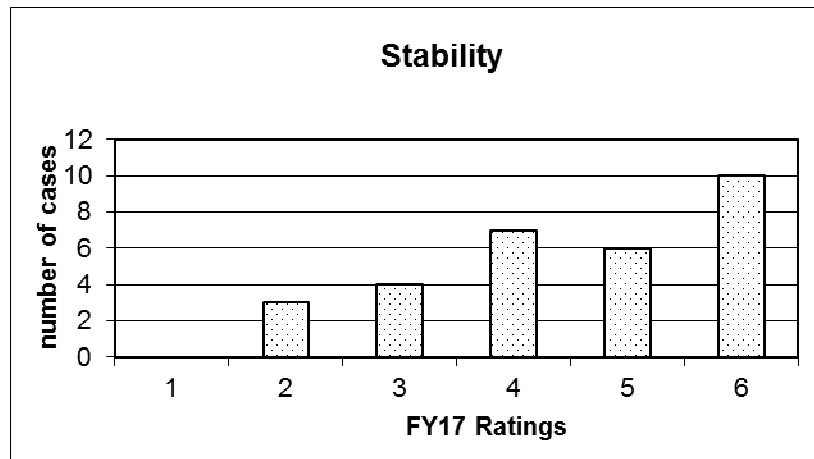
**Findings:** 90% of cases reviewed were in the acceptable range (4-6). This is higher than last year's score of 87%. This indicator measures both the Child's Safety from Others and the Child's Risk to Self or Others. Out of the 30 cases reviewed, no cases had an unacceptable score on Safety from others. Three cases rated as unacceptable because to the child puts themselves or others at risk.



## Stability

**Summative Questions:** Has the child's placement setting been consistent and stable? Are the child's daily living and learning arrangements stable and free from risk of disruption? If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

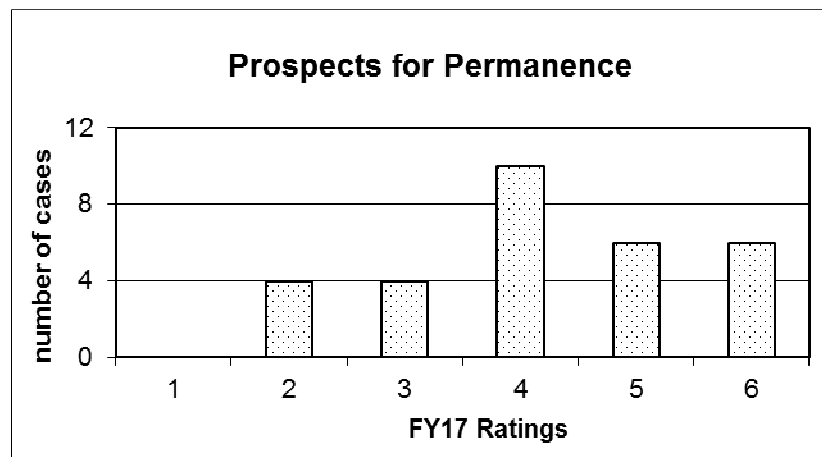
**Findings:** 77% of cases reviewed were in the acceptable range (4-6). This is a decrease from last year's score of 83%.



### Prospects for Permanence

**Summative Questions:** Is the child living with caregivers that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in enduring relationships that provide a sense of family, stability, and belonging?

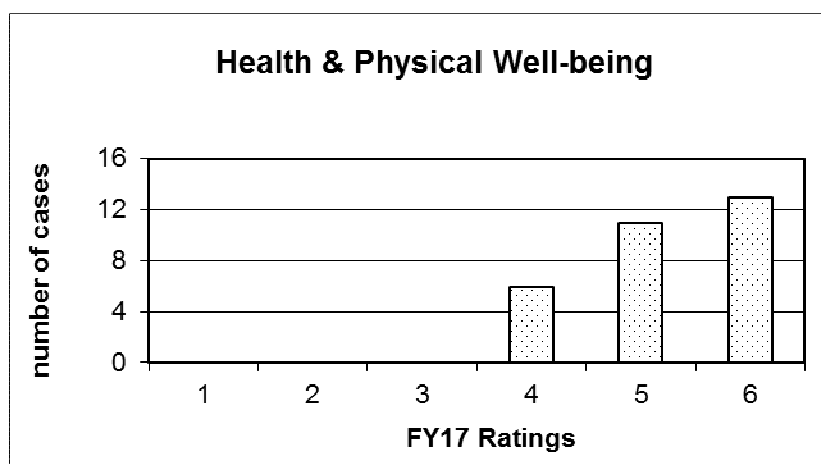
**Findings:** 73% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 67%.



### Health/Physical Well-Being

**Summative Questions:** Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services, as needed?

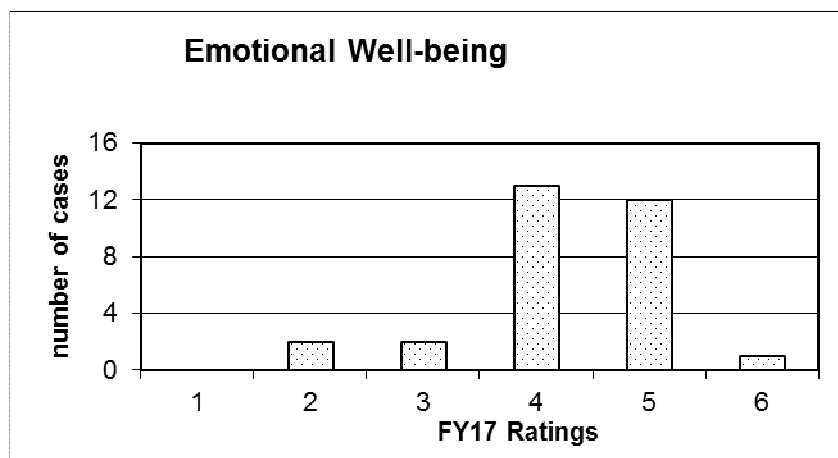
**Findings:** 100% of cases reviewed were in the acceptable range (4-6). This score has been 100% for several years.



## Emotional/Behavioral Well-Being

**Summative Questions:** Is the child doing well emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

**Findings:** 87% of cases reviewed were within the acceptable range (4-6). This is a slight decrease from last year's score of 90%.

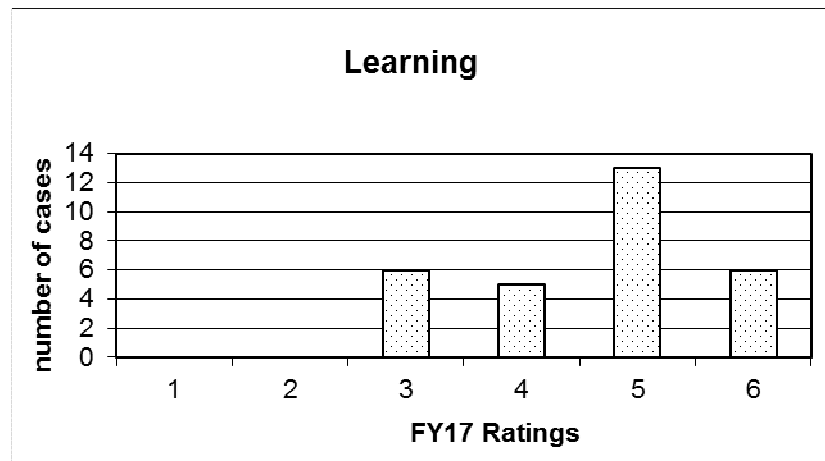


## Learning Progress

**Summative Question:** (For children age five and older.) Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/her age and ability?

**Note:** There is a supplementary scale used with children under the age of five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.

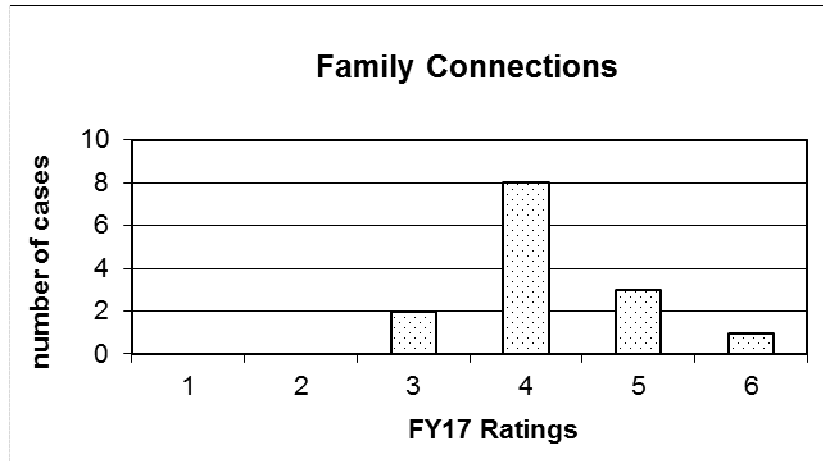
**Findings:** 80% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 90%.



## Family Connections

**Summative Question:** While the child and family are living apart, are family relationships and connections being maintained through appropriate visits and other connecting strategies, unless compelling reasons exist for keeping them apart. This indicator measures whether or not the relationship between the child and the mother, father, siblings, and other important family members is being maintained while the child is in foster care.

**Findings:** 86% of the cases scored acceptable on Overall Family Connections. This is a decrease from last year's score of 94%. The scores ranged from 100% for Siblings and Others to 60% for Fathers.

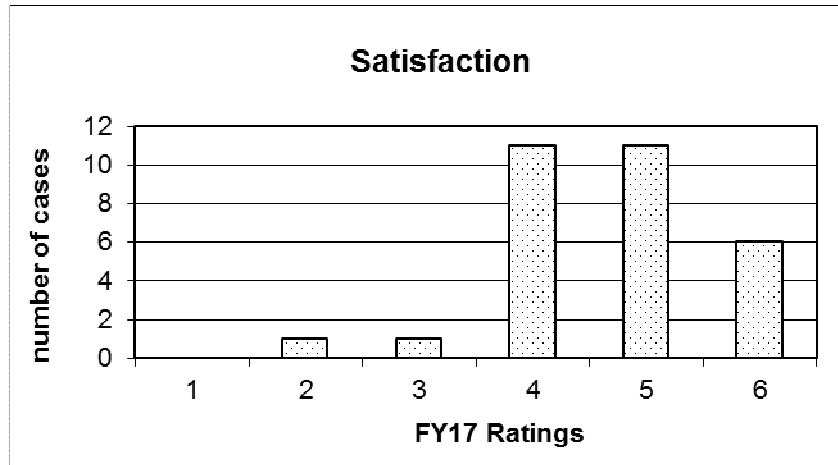


| Western Family Connections |                |                |             |
|----------------------------|----------------|----------------|-------------|
|                            | # of Cases (+) | # of Cases (-) | FY17 Scores |
| Overall Connections        | 12             | 2              | 86%         |
| Siblings                   | 3              | 0              | 100%        |
| Mother                     | 11             | 2              | 85%         |
| Father                     | 6              | 4              | 60%         |
| Other                      | 2              | 0              | 100%        |

## Satisfaction

**Summative Question:** Are the child, parent/guardian, and substitute caregiver satisfied with the supports and services they are receiving?

**Findings:** 93% of cases reviewed were within the acceptable range (4-6) on the overall Satisfaction score. This is an improvement from last year's score of 87%. Reviewers rated the satisfaction of Children, Mothers, Fathers, and Caregivers. Scores for all individual parties ranged from 100% on Others to 57% for Fathers.

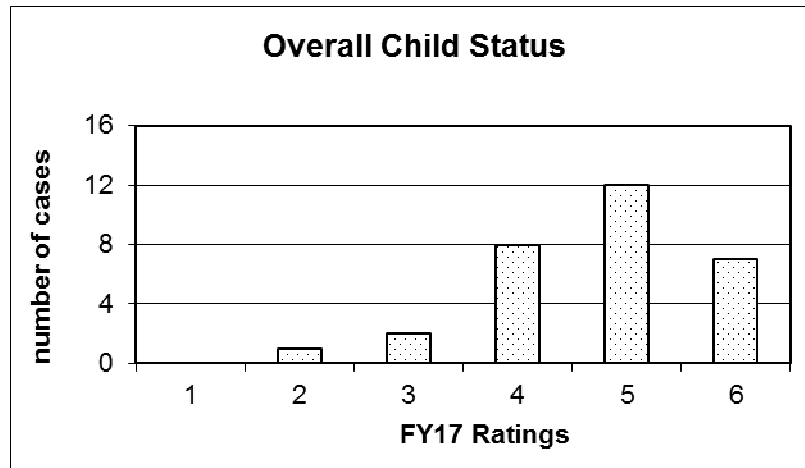


| Western Satisfaction |                |                |             |
|----------------------|----------------|----------------|-------------|
|                      | # of Cases (+) | # of Cases (-) | FY17 Scores |
| <b>Satisfaction</b>  | 28             | 2              | <b>93%</b>  |
| <b>Child</b>         | 12             | 2              | <b>86%</b>  |
| <b>Mother</b>        | 13             | 5              | <b>72%</b>  |
| <b>Father</b>        | 4              | 3              | <b>57%</b>  |
| <b>Caregiver</b>     | 18             | 2              | <b>90%</b>  |
| <b>Other</b>         | 5              | 0              | <b>100%</b> |

## Overall Child and Family Status

**Summative Questions:** Based on the Qualitative Case Review scores determined for the Child and Family Status indicators, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the first seven status indicators (minus Satisfaction) must score acceptable in order for the Overall Score to be acceptable. A unique condition affects the rating of Overall Child and Family status in every case: The Safety indicator always acts as a “trump” so that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.

**Findings:** 90% of cases reviewed were within the acceptable range (4-6). The overall Child and Family Status score increased from last year’s score of 83% and is above the 85% standard.





## System Performance Indicators

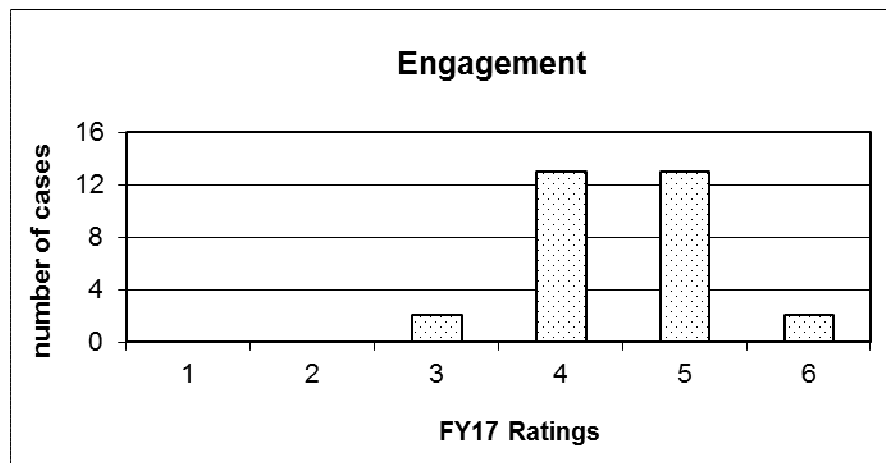
### Overall System

| Western System Performance | # of cases (+) | # of cases (-) | Standard: 70% on all indicators | FY13       | FY14       | FY15       | FY16       | FY17 current scores |
|----------------------------|----------------|----------------|---------------------------------|------------|------------|------------|------------|---------------------|
|                            |                |                | Standard: 85% on overall score  |            |            |            |            |                     |
| Engagement                 | 28             | 2              | <div><div></div></div> 93%      | 79%        | 88%        | 83%        | 93%        | 93%                 |
| Teaming                    | 17             | 13             | <div><div></div></div> 57%      | 29%        | 80%        | 79%        | 43%        | 57%                 |
| Assessment                 | 25             | 5              | <div><div></div></div> 83%      | 71%        | 76%        | 72%        | 83%        | 83%                 |
| Long-term View             | 20             | 10             | <div><div></div></div> 67%      | 42%        | 60%        | 59%        | 70%        | 67%                 |
| Child & Family Plan        | 12             | 18             | <div><div></div></div> 40%      | 46%        | 84%        | 55%        | 47%        | 40%                 |
| Intervention Adequacy      | 22             | 8              | <div><div></div></div> 73%      | 75%        | 88%        | 83%        | 83%        | 73%                 |
| Tracking & Adapting        | 28             | 2              | <div><div></div></div> 93%      | 75%        | 88%        | 83%        | 97%        | 93%                 |
| <b>Overall Score</b>       | <b>24</b>      | <b>6</b>       | <div><div></div></div> 80%      | <b>67%</b> | <b>80%</b> | <b>79%</b> | <b>87%</b> | <b>80%</b>          |
| 0% 20% 40% 60% 80% 100%    |                |                |                                 |            |            |            |            |                     |

## Child and Family Engagement

**Summative Questions:** Has the agency made concerted efforts to actively involve parents and children in the service process and in making decisions about the child and family? To what extent has the agency used rapport building strategies, including special accommodations, to engage the family?

**Findings:** 93% of cases reviewed were within the acceptable range (4-6). This matches last year's score and is above the standard of 70%. Separate scores were given for Child, Mother, Father and Other. An overall score was then selected by the reviewer. Scores for the various groups ranged from a high of 95% for Children to 56% for Fathers.

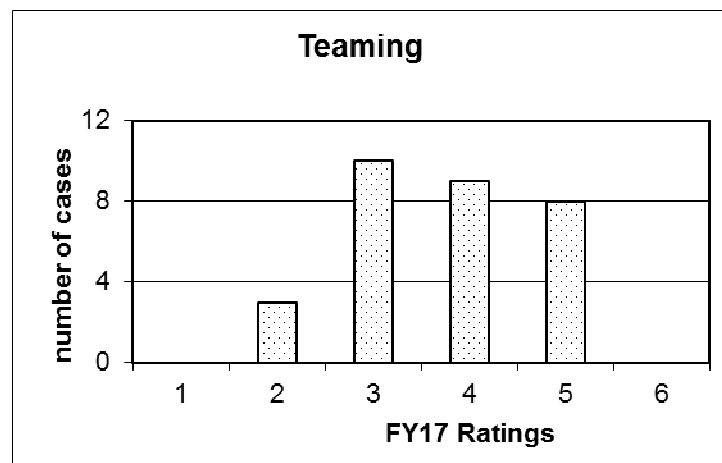


| Western Engagement |                |                |             |
|--------------------|----------------|----------------|-------------|
|                    | # of Cases (+) | # of Cases (-) | FY17 Scores |
| Engagement         | 28             | 2              | 93%         |
| Child              | 21             | 1              | 95%         |
| Mother             | 17             | 4              | 81%         |
| Father             | 9              | 7              | 56%         |
| Other              | 5              | 1              | 83%         |

## Child and Family Teaming

**Summative Questions:** Do the child, family, and service providers function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination in the provision of services across all providers?

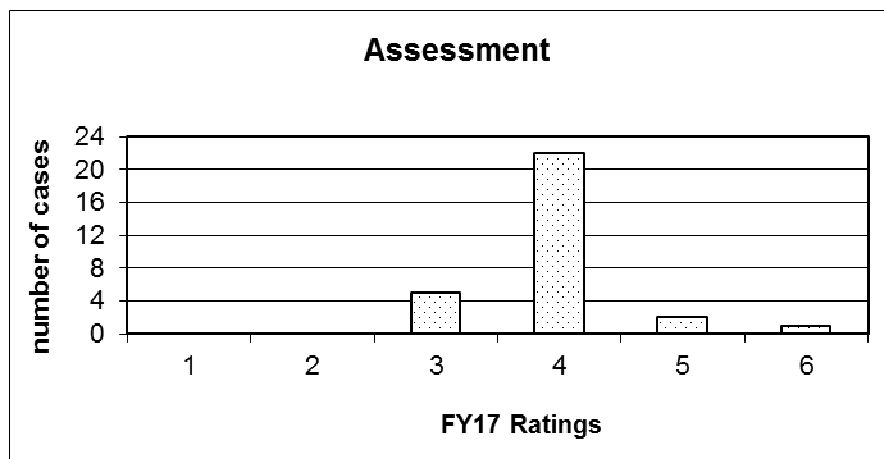
**Findings:** 57% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 43% but is below the standard of 70%.



## Child and Family Assessment

**Summative Questions:** Are the current, obvious and substantial strengths and needs of the child and family identified through existing assessments, both formal and informal, so that all interveners collectively have a “big picture” understanding of the child and family? Do the assessments help the team draw conclusions on how to provide effective services to meet the child’s needs for enduring permanency, safety, and well-being? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

**Findings:** 83% of cases reviewed were in the acceptable range (4-6). This matches last year’s score of 83% and is above the standard of 70%. Individual scores were given for this indicator. The scores ranged from 100% for Caregivers to 47% for Fathers.

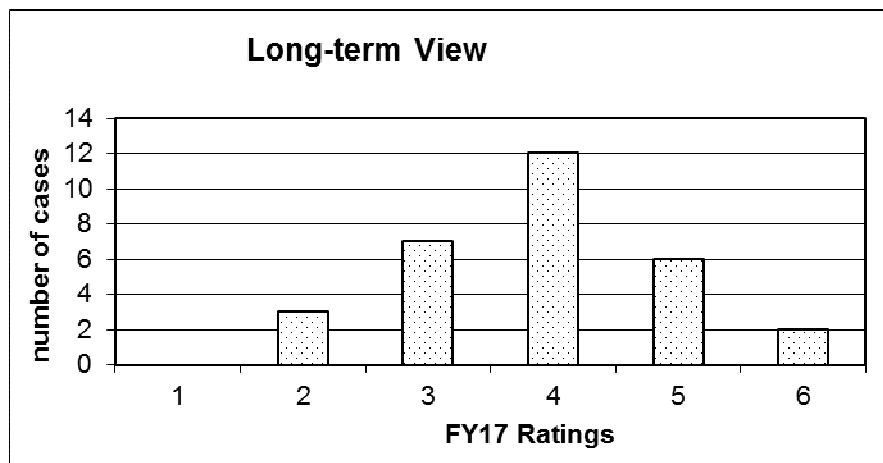


| Western Assessment |                |                |             |
|--------------------|----------------|----------------|-------------|
|                    | # of Cases (+) | # of Cases (-) | FY17 Scores |
| Assessment         | 25             | 5              | 83%         |
| Child              | 24             | 6              | 80%         |
| Mother             | 13             | 8              | 62%         |
| Father             | 7              | 8              | 47%         |
| Caregiver          | 19             | 0              | 100%        |
| Other              | 3              | 3              | 50%         |

## Long-Term View

**Summative Questions:** Is there a path that will lead the family and/or child toward achieving enduring safety and permanency without DCFS interventions? Is it realistic and achievable? Does the team, particularly the child/family, understand the path and destination? Does the path provide steps and address the next major transition(s) toward achieving enduring safety and permanence independent of DCFS interventions?

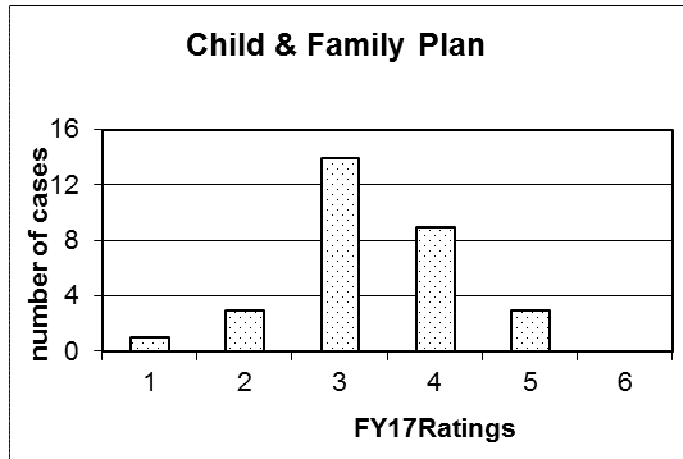
**Findings:** 67% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 70% and is below the standard of 70%.



## Child and Family Plan

**Summative Questions:** Is the Child and Family Plan individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

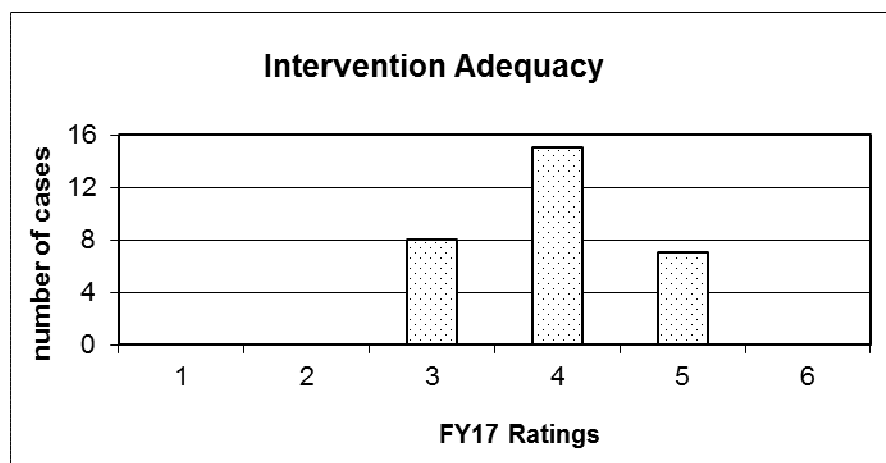
**Findings:** 40% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 47 and is below the standard of 70%.



## Intervention Adequacy

**Summative Questions:** To what degree are the planned interventions, services, and supports being provided to the child and family of sufficient power (precision, intensity, duration, fidelity, and consistency) and beneficial effect to produce results that would enable the child and family to live safely and independent from DCFS?

**Findings:** 73% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 83% but is above the standard of 70%. This indicator was scored separately for Child, Mother, Father, and Caregiver. The scores ranged from 100% for Caregivers to 57% for Fathers.



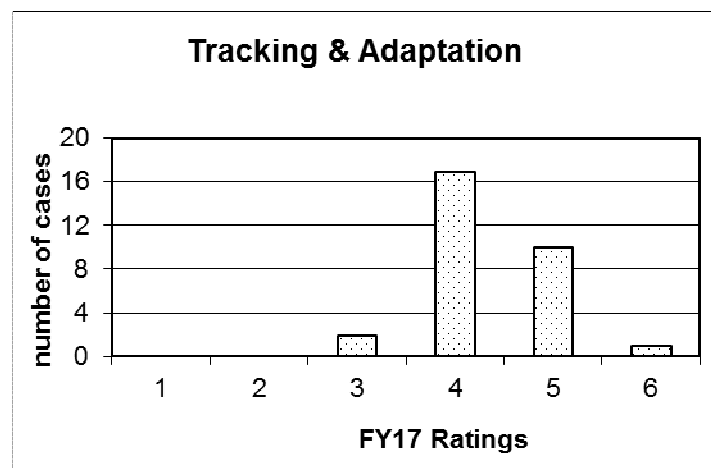
**Western Intervention Adequacy**

|                              | # of Cases (+) | # of Cases (-) | FY17 Scores |
|------------------------------|----------------|----------------|-------------|
| <b>Intervention Adequacy</b> | 22             | 8              | <b>73%</b>  |
| <b>Child</b>                 | 23             | 7              | <b>77%</b>  |
| <b>Mother</b>                | 10             | 5              | <b>67%</b>  |
| <b>Father</b>                | 4              | 3              | <b>57%</b>  |
| <b>Caregiver</b>             | 19             | 0              | <b>100%</b> |
| <b>Caregiver</b>             | 3              | 2              | <b>60%</b>  |

## Tracking and Adaptation

**Summative Questions:** Are the child and family status, service process, and progress routinely monitored and evaluated by the team? Are services modified to respond to the changing needs of the child and family and to apply knowledge gained about service efforts and results to create a self-correcting service process?

**Findings:** 93% of cases reviewed were in the acceptable range (4-6). This is a decrease from last year's score of 97% and is above the standard of 70%.

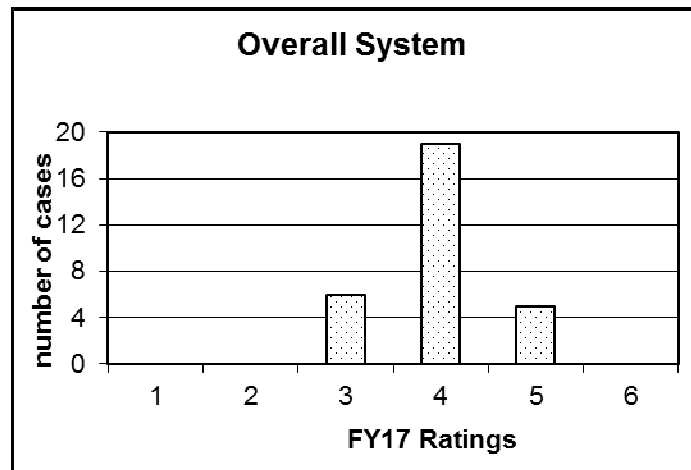


## Overall System Performance

**Summative Questions:** Based on the Qualitative Case Review scores determined for System Performance indicators, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance using the 6-point rating

scale. In addition to scoring a 4 with this procedure, four of the seven system performance indicators must score acceptable in order for the overall score to be acceptable.

**Findings:** 80% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 87% and is below the System Performance Standard of 85%.





## IV. Outcome Matrix

The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: child and family status acceptable, system performance acceptable
- Outcome 2: child and family status unacceptable, system performance acceptable
- Outcome 3: child and family status acceptable, system performance unacceptable
- Outcome 4: child and family status unacceptable, system performance unacceptable

The desired result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often either unusually resilient or resourceful children and families, or children and families who have some “champion” or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well (these children and families would fall in Outcome 2).

The outcome matrix for children and families reviewed during the Western Region review indicates that 77% of the cases had acceptable ratings on both Child Status and System Performance. There were two cases that rated unacceptable on both Child Status and System Performance.

|  | Favorable Status of Child<br>Outcome 1  | Unfavorable Status of Child<br>Outcome 2  |             |
|--|---|---|-------------|
| <b>Acceptable System Performance</b>   | Good status for the child, agency services presently acceptable.<br><br>n= 23<br>77%                      | Poor status for the child, agency services minimally acceptable but limited in reach or efficacy.<br><br>n= 1<br>3% | <b>80%</b>  |
| <b>Unacceptable System Performance</b> | <b>Outcome 3</b><br>Good status for the child, agency Mixed or presently unacceptable.<br><br>n= 4<br>13% | <b>Outcome 4</b><br>Poor status for the child, agency presently unacceptable.<br><br>n= 2<br>7%                     | <b>20%</b>  |
|  | <b>90%</b>  | <b>10%</b>  | <b>100%</b> |

## V. Analysis of the Data

### RESULTS BY CASE TYPE

The following tables compare how the different Case Types performed on some key child status and core system performance indicators. Teaming, Long-term View and Child and Family Plan Indicator scores which fall below the indicator performance standard of 70% are highlighted in yellow. There were no Family Preservation (PFP/PFR) or Voluntary cases (PSC) in the sample. There were 25 Foster Care cases and five In-home cases.

| FY17 Case Type  | # in Sample | Safety | Prospects for Permanence | Overall Child Status | Engagement | Teaming | Assessment | Long-Term View | Child and Family Plan | Intervention Adequacy | Tracking & Adapting | Overall System Performance |
|-----------------|-------------|--------|--------------------------|----------------------|------------|---------|------------|----------------|-----------------------|-----------------------|---------------------|----------------------------|
| Foster Care SCF | 25          | 88%    | 68%                      | 88%                  | 96%        | 64%     | 80%        | 64%            | 44%                   | 72%                   | 96%                 | 84%                        |
| In-Home PSS     | 5           | 100%   | 100%                     | 100%                 | 80%        | 20%     | 100%       | 80%            | 20%                   | 80%                   | 80%                 | 60%                        |

A collection of demographic information in the case sample includes the question, “Did the child come into services due to delinquency instead of abuse and neglect?” Six of the 30 cases (20%) in the sample are reported to have entered services due to delinquency rather than abuse or neglect. The following table shows that Non-delinquency cases scored better than Delinquency cases particularly in the Overall Child System Performance score. Non-delinquency cases were also more likely to be stable and have better prospects for permanence than Delinquency cases.

| FY17 Case Type  | # in Sample | Stability | Prospects for Permanence | Overall Child Status | Overall System Performance |
|-----------------|-------------|-----------|--------------------------|----------------------|----------------------------|
| Delinquency     | 6           | 50%       | 50%                      | 83%                  | 50%                        |
| Non-Delinquency | 24          | 83%       | 79%                      | 92%                  | 88%                        |

## RESULTS BY PERMANENCY GOAL

The following table compares how the different Permanency Goals performed on some key child status and core system performance indicators. In most of these goal types the sample is small and therefore each case has more significant impact on the score and may not indicate a pattern of practice. Cases with a goal type of Adoption stand out for the low performance in Teaming and Child and Family Plan. Child and Family Plan performed below standard in all goal types except Guardianship Non-relative, however there is only one case represented in this goal type. Long-term View was most challenging in cases with goal types of Reunification and Guardianship Relative. However with the goal type of Guardianship Relative the number of applicable cases is low.

| FY17 Permanency Goal   | # in Sample | Safety | Prospects for Permanence | Overall Child Status | Engagement | Teaming | Assessment | Long-Term View | Child and Family Plan | Intervention Adequacy | Tracking & Adapting | Overall System Performance |
|------------------------|-------------|--------|--------------------------|----------------------|------------|---------|------------|----------------|-----------------------|-----------------------|---------------------|----------------------------|
| Adoption               | 7           | 86%    | 86%                      | 86%                  | 100%       | 14%     | 100%       | 86%            | 14%                   | 71%                   | 100%                | 100%                       |
| Guardianship (Non-Rel) | 1           | 100%   | 100%                     | 100%                 | 100%       | 100%    | 100%       | 100%           | 100%                  | 100%                  | 100%                | 100%                       |
| Guardianship (Rel)     | 3           | 100%   | 67%                      | 100%                 | 67%        | 67%     | 100%       | 33%            | 67%                   | 33%                   | 67%                 | 100%                       |
| Individualized Perm.   | 1           | 100%   | 100%                     | 100%                 | 100%       | 100%    | 100%       | 100%           | 0%                    | 100%                  | 100%                | 100%                       |
| Remain Home            | 4           | 100%   | 100%                     | 100%                 | 75%        | 25%     | 100%       | 75%            | 25%                   | 100%                  | 75%                 | 50%                        |
| Reunification          | 14          | 86%    | 57%                      | 86%                  | 100%       | 79%     | 64%        | 57%            | 50%                   | 71%                   | 100%                | 71%                        |

## RESULTS BY CASEWORKER DEMOGRAPHICS

### Caseload

The following table compares how caseload affected some key child status and core system performance indicators. Caseloads in the sample were divided into two categories: caseloads of 16 cases or less and caseloads of 17 cases or more. Over the past several years the region has experienced extreme fluctuation in the number of workers carrying 17 or more cases. Over the past several years, the disparity between these two groups has shifted from an equal number of staff between the two categories and the past two years there have been fewer workers with larger caseloads. When comparing the performance on Teaming, Long-term View and Child & Family Plan, there is very little difference in the performance on Long-term View and Child & Family Plan, while Teaming performed substantially lower by staff with higher caseloads than staff with lower caseloads.

| FY17<br>Caseload Size | # in Sample | Safety | Prospects for<br>Permanence | Overall Child<br>Status | Engagement | Teaming | Assessment | Long-Term<br>View | Child and<br>Family Plan | Intervention<br>Adequacy | Tracking &<br>Adapting | Overall System<br>Performance |
|-----------------------|-------------|--------|-----------------------------|-------------------------|------------|---------|------------|-------------------|--------------------------|--------------------------|------------------------|-------------------------------|
| 16 cases or less      | 24          | 92%    | 71%                         | 92%                     | 92%        | 67%     | 83%        | 67%               | 42%                      | 71%                      | 96%                    | 83%                           |
| 17 cases or more      | 6           | 83%    | 83%                         | 83%                     | 100%       | 17%     | 83%        | 67%               | 33%                      | 83%                      | 83%                    | 67%                           |

## Worker Experience

The following table compares how Length of Employment as a caseworker impacts performance. Little can be inferred from this table since nearly every applicable cohort struggled, particularly with Teaming and Child & Family Plan.

| FY17 Length of Employment | # in Sample | Safety | Prospects for Permanence | Overall Child Status | Engagement | Teaming | Assessment | Long-Term View | Child and Family Plan | Intervention Adequacy | Tracking & Adapting | Overall System Performance |
|---------------------------|-------------|--------|--------------------------|----------------------|------------|---------|------------|----------------|-----------------------|-----------------------|---------------------|----------------------------|
| Less than 12 months       | 6           | 83%    | 83%                      | 83%                  | 67%        | 67%     | 100%       | 67%            | 50%                   | 67%                   | 100%                | 100%                       |
| 12 to 24 months           | 10          | 100%   | 70%                      | 100%                 | 100%       | 60%     | 80%        | 70%            | 40%                   | 70%                   | 90%                 | 80%                        |
| 24 to 36 months           | 3           | 67%    | 33%                      | 67%                  | 100%       | 33%     | 67%        | 33%            | 33%                   | 67%                   | 100%                | 67%                        |
| 36 to 48 months           | 4           | 100%   | 75%                      | 100%                 | 100%       | 50%     | 75%        | 75%            | 25%                   | 75%                   | 100%                | 75%                        |
| 48 to 60 months           | 4           | 100%   | 100%                     | 100%                 | 100%       | 50%     | 100%       | 75%            | 50%                   | 100%                  | 75%                 | 75%                        |
| 60 to 72 months           | 0           | NA     | NA                       | NA                   | NA         | NA      | NA         | NA             | NA                    | NA                    | NA                  | NA                         |
| More than 72 months       | 3           | 67%    | 67%                      | 67%                  | 100%       | 67%     | 67%        | 67%            | 33%                   | 67%                   | 100%                | 67%                        |

## RESULTS BY OFFICE

The following table compares how offices within the region performed on some key child status and system performance indicators. Cases from six of the nine offices in the Western Region were selected as part of the sample. No office met the standard for Child & Family Plan. Orem and Provo did very well with Teaming but all others were below the standard. Most of the office did relatively well on Long-term View except Orem.

| FY16 Office           | # in Sample | Safety | Prospects for Permanence | Overall Child Status | Engagement | Teaming | Assessment | Long-Term View | Child and Family Plan | Intervention Adequacy | Tracking & Adapting | Overall System Performance |
|-----------------------|-------------|--------|--------------------------|----------------------|------------|---------|------------|----------------|-----------------------|-----------------------|---------------------|----------------------------|
| American Fork         | 3           | 100%   | 100%                     | 100%                 | 100%       | 67%     | 100%       | 100%           | 67%                   | 100%                  | 100%                | 100%                       |
| Delta                 | 0           | NA     | NA                       | NA                   | NA         | NA      | NA         | NA             | NA                    | NA                    | NA                  | NA                         |
| Fillmore              | 0           | NA     | NA                       | NA                   | NA         | NA      | NA         | NA             | NA                    | NA                    | NA                  | NA                         |
| Heber                 | 3           | 67%    | 67%                      | 67%                  | 67%        | 33%     | 67%        | 67%            | 33%                   | 67%                   | 100%                | 67%                        |
| Nephi                 | 1           | 100%   | 100%                     | 100%                 | 100%       | 0%      | 100%       | 100%           | 0%                    | 100%                  | 100%                | 100%                       |
| Orem                  | 7           | 86%    | 43%                      | 86%                  | 100%       | 71%     | 71%        | 29%            | 29%                   | 29%                   | 71%                 | 57%                        |
| Provo                 | 9           | 100%   | 78%                      | 100%                 | 100%       | 78%     | 89%        | 78%            | 44%                   | 100%                  | 100%                | 89%                        |
| Spanish Fork          | 7           | 86%    | 86%                      | 86%                  | 86%        | 29%     | 86%        | 71%            | 43%                   | 71%                   | 100%                | 86%                        |
| Wasatch Mental Health | 0           | NA     | NA                       | NA                   | NA         | NA      | NA         | NA             | NA                    | NA                    | NA                  | NA                         |

## VI. Core System Indicators and Trends

Below is data for all system indicators over the last six years showing how the ratings of 1 (completely unacceptable), 2 (substantially unacceptable), 3 (partially unacceptable), 4 (minimally acceptable), 5 (substantially acceptable) and 6 (optimal) are trending within each indicator. The table for each indicator in the section below shows an average and percentage score for that indicator. The line graph represents the percentage of the indicator that scored within the acceptable range. The ideal trend would be to see an increase in the average score of the indicator along with an increase in the percentage score.

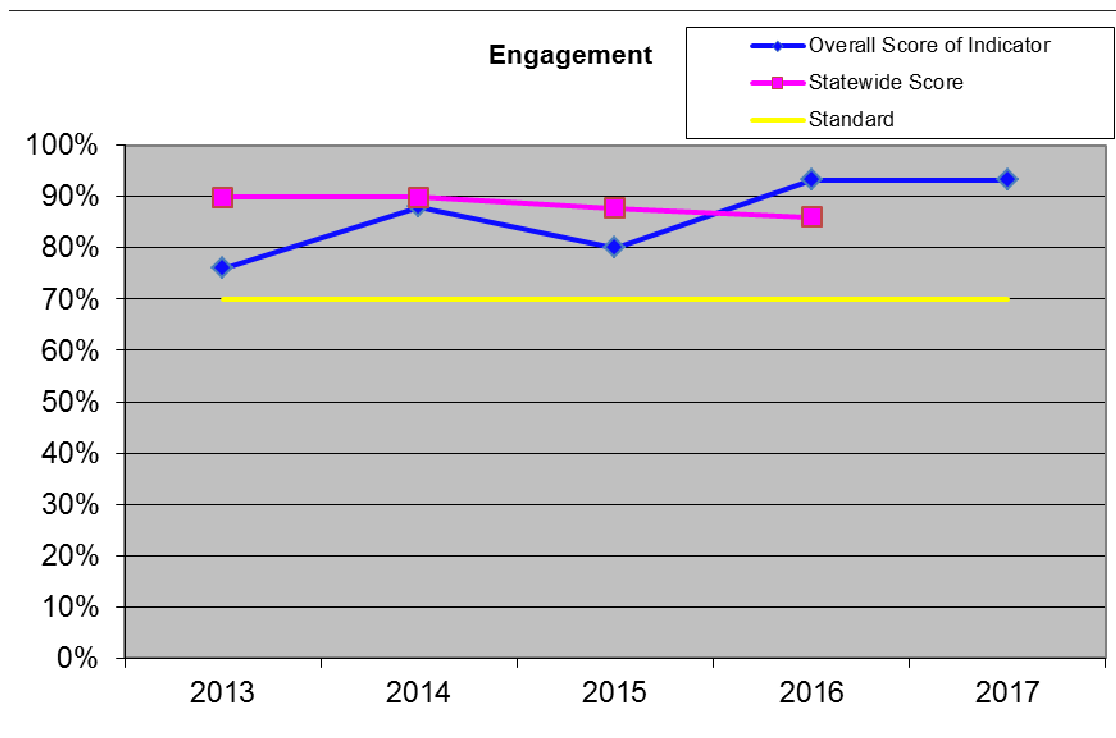
## Child and Family Engagement Trends

The average score for the Engagement indicator **increased** from last year. The average score for the Engagement indicator is in the **mid-range** of all scores during the five year period.

The overall percentage score for the Engagement indicator **remained** the same as last year. The overall Engagement score matched the **high** of all scores within the five year period. The Engagement score is **above** the standard this year.

The regional overall score for the Engagement indicator is **above** the FY16 statewide score for this indicator

| Engagement                 |      |      |      |      |      |
|----------------------------|------|------|------|------|------|
|                            | 2013 | 2014 | 2015 | 2016 | 2017 |
| Average Score of Indicator | 4.47 | 4.70 | 4.40 | 4.20 | 4.50 |
| Overall Score of Indicator | 76%  | 88%  | 80%  | 93%  | 93%  |
| Statewide Score            | 90%  | 90%  | 88%  | 86%  |      |
| Statewide Score            | 90%  | 90%  | 88%  | 86%  |      |





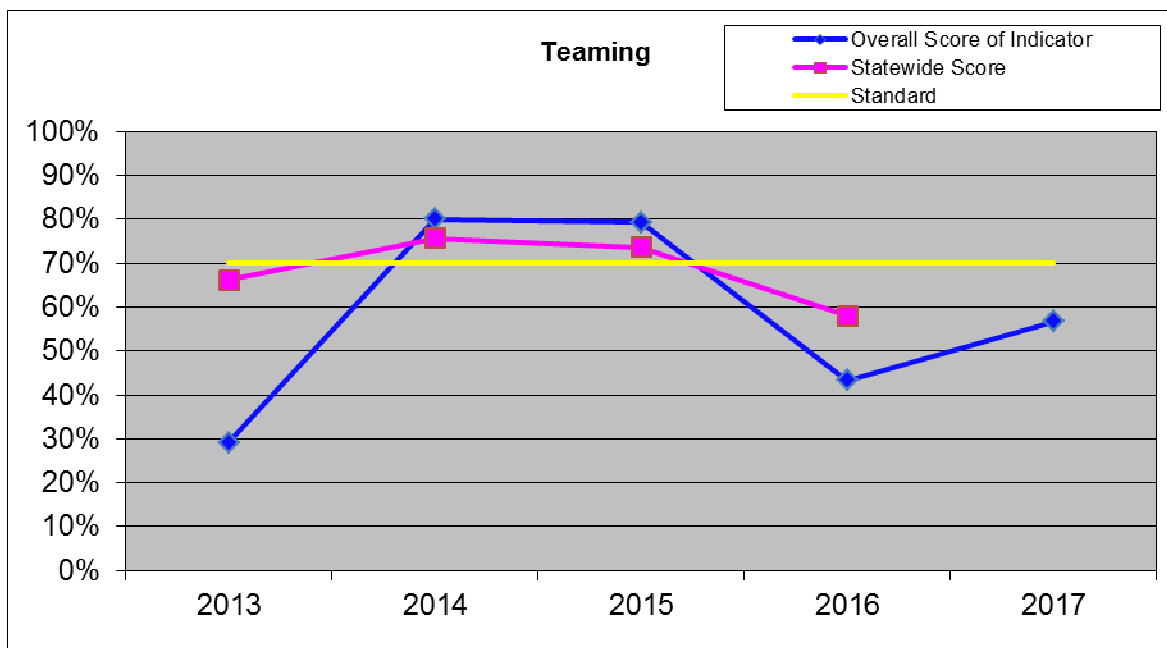
## Teaming Trends

The average score for the Teaming indicator **increased** from last year. The average score for the Teaming indicator is in the **mid-range** of all scores during the five year period.

The overall percentage score for the Teaming indicator **increased** from last year. The overall Teaming score is in the **mid-range** of all scores during the five year period. The Teaming score was **below** the standard this year.

The regional overall score for the Teaming indicator is **below** than the FY16 statewide score for this indicator.

| Teaming                    |      |      |      |      |      |
|----------------------------|------|------|------|------|------|
|                            | 2013 | 2014 | 2015 | 2016 | 2017 |
| Average Score of Indicator | 3.29 | 4.16 | 4.17 | 3.50 | 3.73 |
| Overall Score of Indicator | 29%  | 80%  | 79%  | 43%  | 57%  |
| Statewide Score            | 66%  | 76%  | 74%  | 58%  |      |
| Statewide Score            | 66%  | 76%  | 74%  | 58%  |      |



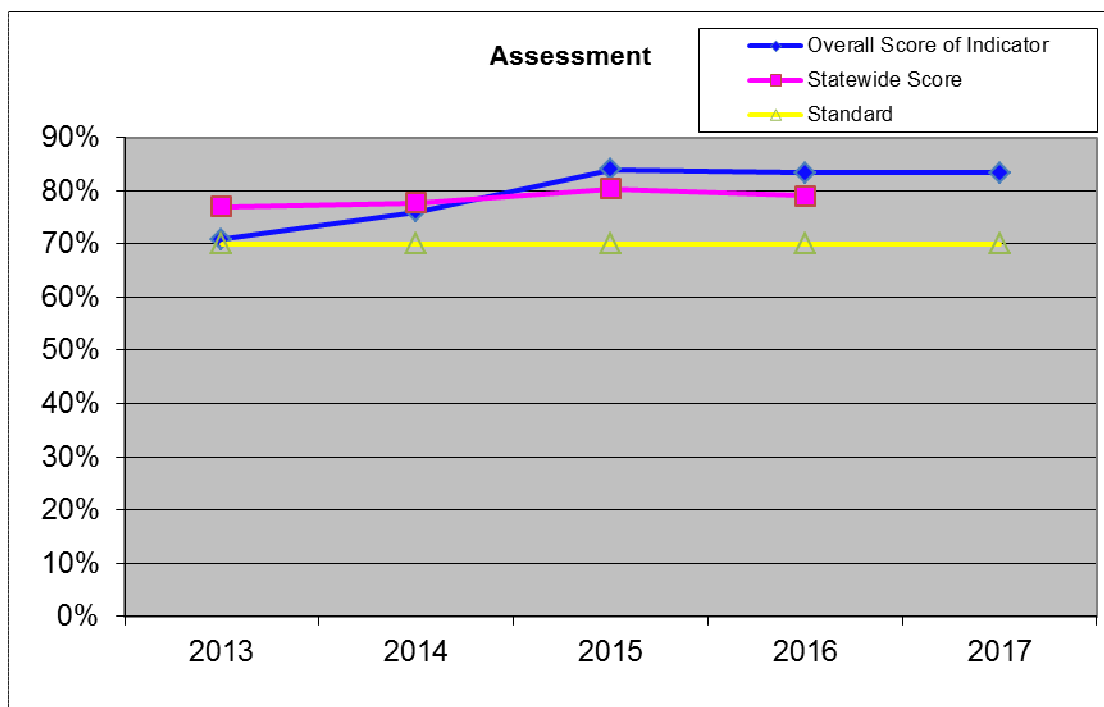
## Child and Family Assessment Trends

The average score for the Assessment indicator **decreased** from last year. The average score for the Assessment indicator is in the **second lowest** of all scores during the five year period.

The overall percentage score for the Assessment indicator **matched** the score from last year. The overall Assessment score is the **second highest** score during the five year period. The Assessment score is **above** the standard this year.

The regional overall score for the Assessment indicator is **above** the FY16 statewide score for this indicator.

| Assessment                 |      |      |      |      |      |
|----------------------------|------|------|------|------|------|
|                            | 2013 | 2014 | 2015 | 2016 | 2017 |
| Average Score of Indicator | 3.92 | 4.08 | 4.60 | 4.88 | 3.97 |
| Overall Score of Indicator | 71%  | 76%  | 84%  | 83%  | 83%  |
| Statewide Score            | 77%  | 78%  | 80%  | 79%  |      |



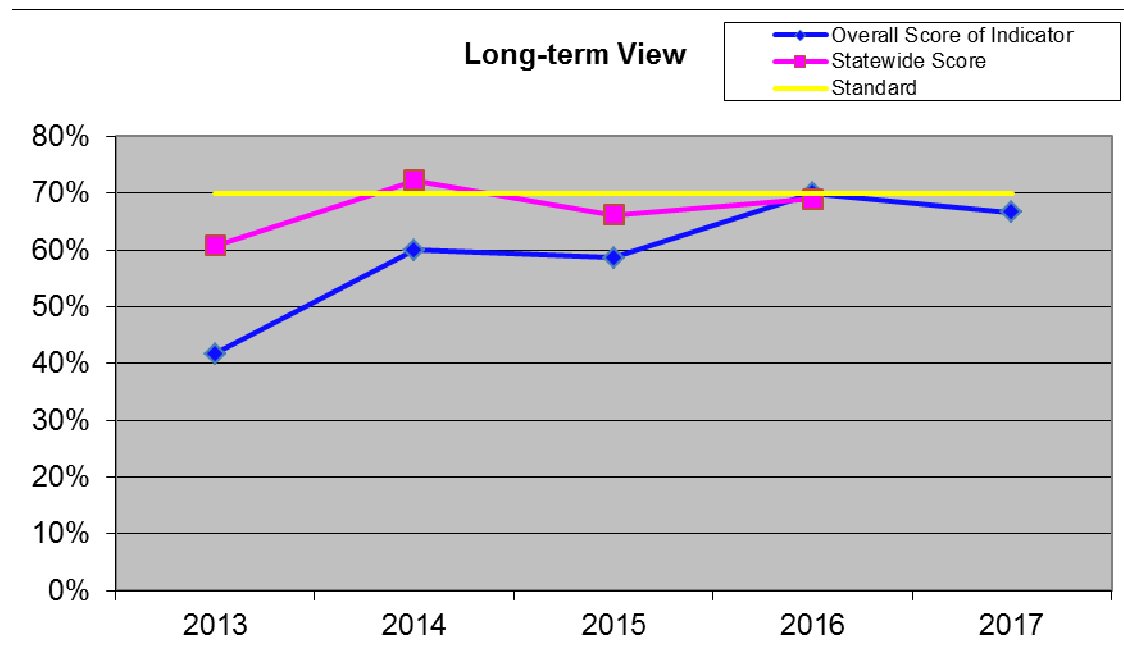
### Long-Term View Trends

The average score for the Long-term View indicator **increased** from last year. The average score for the Long-term View indicator is the **highest** score during the five year period.

The overall percentage score for the Long-term View indicator **decreased** from last year. The overall Long-term View score is the **second highest** score during the five year period. The Long-term View score is **below** the standard this year.

The regional overall score for the Long-term View indicator is **below** the FY16 statewide score for this indicator.

| Long-Term View             |      |      |      |      |      |
|----------------------------|------|------|------|------|------|
|                            | 2013 | 2014 | 2015 | 2016 | 2017 |
| Average Score of Indicator | 3.54 | 3.84 | 3.72 | 3.83 | 3.90 |
| Overall Score of Indicator | 42%  | 60%  | 59%  | 70%  | 67%  |
| Statewide Score            | 61%  | 72%  | 66%  | 69%  |      |



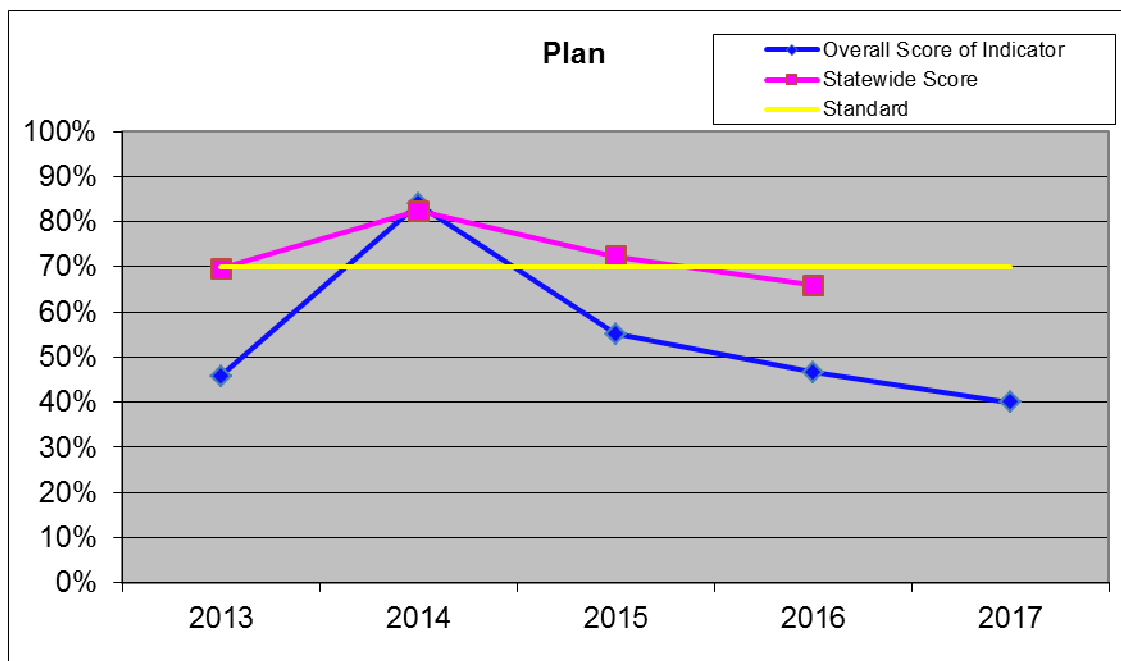
## Child and Family Plan Trends

The average score for the Plan indicator **decreased** from last year. The average score for the Plan indicator is the **lowest** of all scores during the five year period.

The overall percentage score for the plan indicator **decreased** from last year. The overall Plan score is in the **lowest** of all scores during the five year period. The Plan score is **below** the standard this year.

The regional overall score for the Plan indicator is **below** the FY16 statewide score for this indicator.

| Child and Family Plan      |      |      |      |      |      |
|----------------------------|------|------|------|------|------|
|                            | 2013 | 2014 | 2015 | 2016 | 2017 |
| Average Score of Indicator | 3.50 | 3.88 | 3.52 | 3.57 | 3.33 |
| Overall Score of Indicator | 46%  | 84%  | 55%  | 47%  | 40%  |
| Statewide Score            | 70%  | 82%  | 72%  | 66%  |      |
| Statewide Score            | 70%  | 82%  | 72%  | 66%  |      |



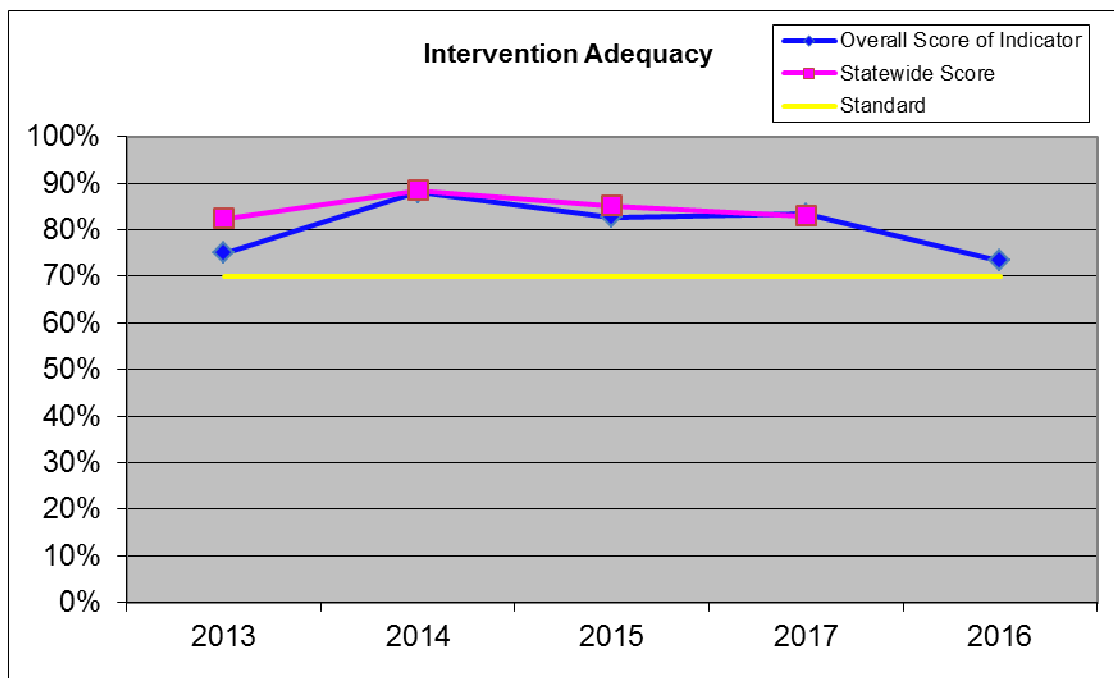
## Intervention Adequacy Trends

The average score for the Intervention Adequacy indicator **decreased** from last year. The average score for the Intervention Adequacy indicator is the **second lowest** score during the five year period.

The overall percentage score for the Intervention Adequacy indicator **decreased** from last year. The overall Intervention Adequacy score is in the **lowest** score during the five year period. The Intervention Adequacy score is **above** the standard this year.

The regional overall score for the Intervention Adequacy indicator is **below** the FY16 statewide score for this indicator.

| Intervention Adequacy      |      |      |      |      |      |
|----------------------------|------|------|------|------|------|
|                            | 2013 | 2014 | 2015 | 2017 | 2016 |
| Average Score of Indicator | 3.96 | 4.44 | 4.24 | 4.17 | 3.97 |
| Overall Score of Indicator | 75%  | 88%  | 83%  | 83%  | 73%  |
| Statewide Score            | 82%  | 89%  | 85%  | 83%  |      |



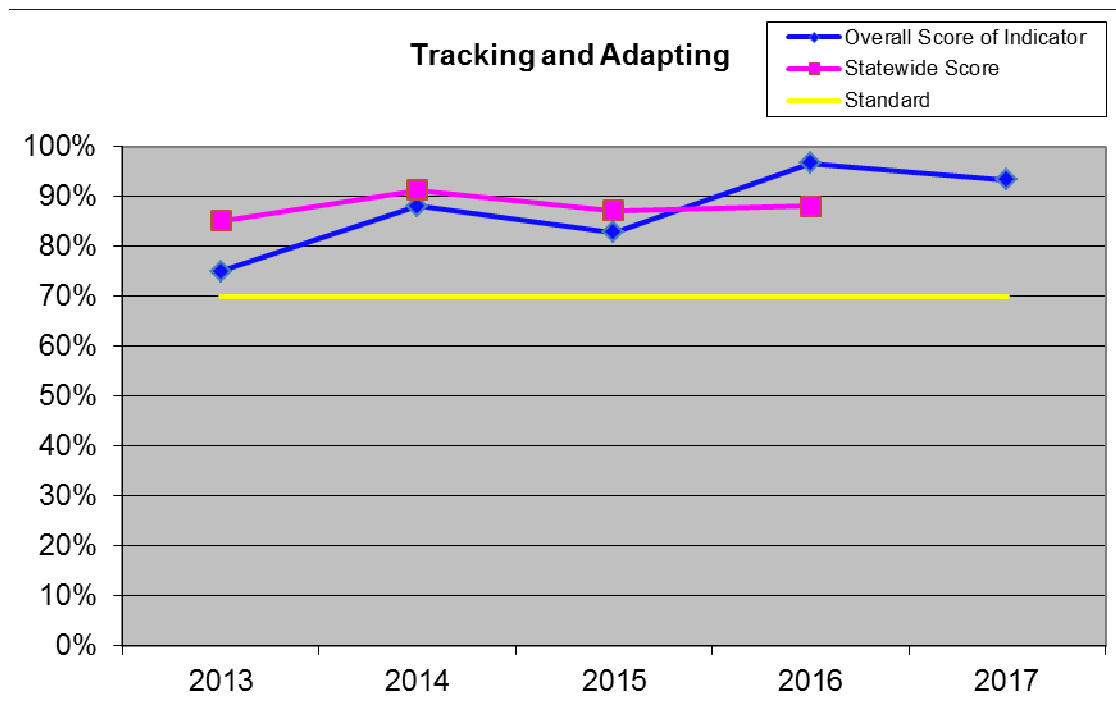
## Tracking and Adapting Trends

The average score for the Tracking and Adaptation indicator **decreased** from last year. The average score for the Tracking and Adaptation indicator is in the **mid-range** of all scores during the five year period.

The overall percentage score for the Tracking and Adaption indicator **decreased** from last year's score. The overall Tracking and Adaptation score is the **second highest** of all scores during the five year period. Tracking and Adaptation is **above** the standard this year.

The regional overall score for the Tracking and Adaptation indicator is **above** the FY16 statewide score for this indicator

| Tracking and Adaptation    |      |      |      |      |      |
|----------------------------|------|------|------|------|------|
|                            | 2013 | 2014 | 2015 | 2016 | 2017 |
| Average Score of Indicator | 4.00 | 4.60 | 4.31 | 4.43 | 4.33 |
| Overall Score of Indicator | 75%  | 88%  | 83%  | 97%  | 93%  |
| Statewide Score            | 85%  | 91%  | 87%  | 88%  |      |



## **VII. Summary and Recommendations**

### **Summary**

During the FY2017 Western Region Qualitative Case Review (QCR) numerous strengths were identified about child welfare practice in the Western Region. It is clear that there is significant commitment and hard work devoted to ensuring the safety and well-being of the children and families. During the QCR review, a few opportunities for practice improvement were also identified that could improve and enhance the services being provided.

The Overall Child Status score increased from 83% in FY16 to a score of 90% which is above the standard of 85%. All Child Status indicators were above the indicator standard of 70%. The key indicator of Safety scored 90%. Other top performing status indicators include Satisfaction at 93% and Health/Physical Well-being which scored 100% for the sixth consecutive year. Three Child Status Indicators improved from last year including; Safety, Prospects for Permanence, and Satisfaction.

The Overall System score was 80%. This was a decrease from FY16 score of 87% and is below the System domain standard of 85%. Four of the seven system indicators were above the standard of 70%; including Engagement, Assessment, Intervention Adequacy and Tracking & Adaption. The score for Teaming improved but is below the standard. Child & Family Plan declined and remains below standard. Long-term View declined and is below the standard. Whenever a system indicator scores below the standard of 70% a Practice Improvement Plan is developed. For FY17, the Program Improvement Plan will address Teaming, Long-term View and Child & Family Plan.

### **Recommendations**

When looking at specific case characteristics contributing to the scores in Teaming, Long-term View and Child & Family Plan, there are few features which stand out for developing practice improvement strategies. Long-term View was only one case short of achieving the standard. Foster Care cases with a goal of Reunification in the Orem office were the most likely to underperform on Long-term View. Foster care cases with a goal of Adoption were most likely to be problematic for Teaming (in all offices but Provo) and Child & Family Plan. The Western Region Practice Improvement Plan should consider strategies that target these areas. The Western Region Program Improvement Plan that addresses Teaming and Child and Family Plan can be found at: <http://dcfs.utah.gov/reports/>